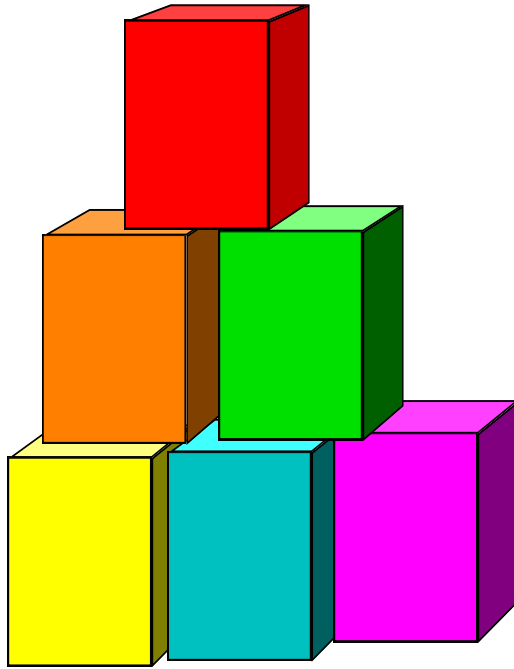




SECTION III

IMPLEMENTATION STRATEGY



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IMPLEMENTATION STRATEGY

Village Implementation Strategy

In 1992, the Carlsbad Redevelopment Agency initiated a comprehensive review/evaluation of the Redevelopment Area. The purpose of the evaluation was to review what had been accomplished to date in the Village Redevelopment Area and what was still needed or desired. The goal was to create a "Master Plan" for the Village Area which addressed the following:

- **Identification of specific areas within the Village which are, or will be, strong candidates for redevelopment within the next 10 to 15 years;**
- **Provision of an overall development strategy that evaluates the economic potential of various development markets as they relate to specific sites within the Carlsbad Village Redevelopment Area;**
- **Establishment of specific development standards for projects within the Area;**
- **The shift of emphasis from publicly-funded to privately-funded revitalization efforts; and**
- **Development of a strategy for creating a strong identification or image for the Village Redevelopment Area.**

The first and second sections of this document, the "Introduction" and "Village Design Manual", address all of the above issues through the establishment of 1) a vision, goals and objectives; 2) special development opportunities; 3) design guidelines; and 4) universal and specific development standards. The "vision" for the Village Redevelopment Area helps to create the identification or image for the area. The purpose of this

third, and final, section, entitled "Implementation Strategy", is to outline additional actions which can be taken, or programs which can be implemented, to further assist in the ongoing effort to revitalize the Redevelopment Area and create the desired stronger image for the Village.

This "Implementation Strategy" sets forth an action framework for various activities to be pursued within the Village Redevelopment Area over the next 10 to 15 years (until the Carlsbad Village Redevelopment Plan expires). This section provides guidance to the Carlsbad Redevelopment Agency as to the types of programs and activities which will be pursued as part of the revitalization/redevelopment program.

To make the Village vision a reality, a broad range of different activities/actions are required that will extend over many years. The total effort will include some direct public investment, joint public/private effort and some purely private actions, all consistent with the goals and overall program.

The public actions will include some "carrots", such as direct public investment, design assistance, and assistance in finding or retaining businesses that help meet program goals. There will also be "sticks" or rules to assure that standards are adhered to and that activities or projects which are inconsistent with the program goals do not occur. These rules are important because private investments may not occur unless businesses and property owners know that others will be required to meet the same standards and quality levels. The "Village Design Manual" section of this Master Plan document sets forth these required rules for development.

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Village Implementation Strategy

This third section of the document sets forth guidance for the "carrots" and the other activities which are planned, or will be pursued, to assist in revitalizing the area. The timetable for implementing the activities within this Master Plan document for the Village is not date-specific. Precise dates for various implementation activities of the program are primarily a function of the budgeting process as resources are made available to support them.

There are two (2) basic documents which will be used to set the priorities for implementation of the various programs outlined within this Implementation Strategy. The first is the Redevelopment Agency Annual Budget which is adopted by the first of each fiscal year (July 1). Also, as required by California Redevelopment Law, the Redevelopment Agency must prepare a Five Year Implementation Plan which includes an outline of how the Agency will expend its funds on redevelopment activities, including affordable housing. This Implementation Plan can be reviewed on an annual basis and modified as necessary according to applicable procedures set forth within California Redevelopment Law. The allocation of redevelopment fund resources will be provided within these two (2) described documents. Financing for redevelopment activities is further described below.

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Financing Redevelopment Programs

The Village Redevelopment Program is anchored by a concept of public/private joint participation. This public/private concept also includes the mechanisms whereby the Revitalization Program is financed.

Use of Public Funds

The primary source of funding for projects in the Village Redevelopment Area is "tax increment". These funds are used to finance projects which eliminate blight and have a public benefit. Unfortunately, these funds are fairly limited. Therefore, in the years ahead, the Redevelopment Agency will explore alternate funding sources such as grants, assessment districts, development of a "Business Improvement District", state and federal funding programs, and any other eligible funding mechanism which may be made available to the Agency for redevelopment activities.

As required by AB 1290 which was effective January 1, 1994 and made major changes to Redevelopment Law, the Carlsbad Redevelopment Agency is required to prepare a five year implementation plan as indicated above. The Agency approved its first 5 year plan in January, 1995. The Plan highlights the expenditure plan for the Village Redevelopment Agency. As stated previously, this Plan can be reviewed on an annual basis, or more often if necessary, and modified as appropriate to reflect changes in funding/project priorities within the Village Redevelopment Area and related to expenditure of "tax increment" or housing set-aside funds. All expenditures of redevelopment funds must be consistent with this required implementation plan in order to comply with applicable California Redevelopment Law.

As available and feasible, the Agency will pursue other sources of public funding which may be available for funding redevelopment or revitalization activities within the Village Redevelopment Area.

Use of Private Funds

On the private side, the Village Redevelopment Program is financed through new development in the Village and by individuals investing in the improvement and upgrading of the existing buildings in the area. It is expected that the public sector contribution will encourage and stimulate an even greater private sector investment in the program. The proposed "Business Retention Program" is also intended to encourage private investment in the Village by attracting viable businesses to the area and identifying needed services and amenities conducive to retaining existing viable businesses and strengthening the neighborhood serving retail clusters in the Village.

Other funding which may be available through private non-profit (or for profit) interest groups, such as the Historical or Arts Society, will also be used as appropriate to fund various activities within the Village Redevelopment Area.

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Circulation Improvements

Generally, it has been determined that the circulation system within the Village Redevelopment Area is adequate to support existing and future development. However, a number of areas within the Village still need sidewalks and other street improvements. As funds become available and as private properties are developed, the Carlsbad Redevelopment Agency will continue its efforts to provide sidewalks and appropriate street improvements throughout the Village to improve/enhance vehicular and pedestrian circulation.

Public Improvements

With completion of the five (5) phases of the Streetscape Project, much of the public improvement program within the Village has been accomplished. However, the Redevelopment Agency will continue efforts to complete public improvements as appropriate over the next ten (10) years. The following public improvement projects will be pursued: 1) street enhancements (including decorative crosswalks, landscaping and street furniture) to Roosevelt Street from Carlsbad Village Drive to Walnut Street; 2) the construction of a boardwalk and ocean scenic overlook at the end of Carlsbad Village Drive; 3) addition of street trees and hanging flower baskets at various locations in the Village; 4) pedestrian scale lighting throughout the Village; 5) pedestrian connections between Madison and Roosevelt Streets; 6) enhanced public signage for such facilities as public parking lots, parks, etc; 7) pursue development of additional public restrooms within the Village; 8) work with SDG&E and private property owners/developers to underground utilities throughout the Village.

The Redevelopment Agency will continue to support projects which will enhance public transportation opportunities for persons living, working, shopping or visiting within the Village Redevelopment Area.

The Commuter Rail and Bus Transfer Station within the Village Redevelopment Area will provide opportunities for persons who live in or around the Village to access job sites in downtown San Diego or in other Cities north/south of Carlsbad. Eventually, the San Diego Commuter Rail System will also connect with the Commuter Rail System (Metrolink) currently operating in Orange/Los Angeles County; this will offer enhanced public transportation opportunities to persons living in Carlsbad, specifically the Village, and commuting to jobs in other areas. The Agency will pursue transit-oriented developments which will enhance this transportation center within the Village.

As feasible and possible, the Redevelopment Agency will also encourage North County Transit District to improve bus transportation services both in and around the Village Redevelopment Area.

The Redevelopment Agency will also research and pursue alternate forms of public transportation systems to be used within the boundaries of the Village and/or to selected locations outside the Village such as the City Library, Parks, Recreation Centers, etc. These alternate forms of transportation to be pursued may include, but are not limited to: 1) a horse and carriage service; mini-trolley (motorized) system; and/or, 3) a dial-a-ride van or cab service.

Transportation

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To encourage the greater use of bicycles and mopeds, the Agency will pursue funding to install bike racks in the various public parking lots within the Village and at various locations on the public sidewalks throughout the Village. Private developers of new projects within the Village will also be encouraged to add bicycle racks on private property to develop this "bicycle friendly" environment. Additionally, the Agency will work with the City's Engineering Department to ensure that there are adequate and safe bicycle lanes within the Village to enhance circulation opportunities and reduce conflicts with vehicles and/or pedestrians.

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Cultural Facilities

The development of cultural facilities in the Village will add greatly to the attractiveness of the Village as a destination for tourists and Carlsbad residents. The Redevelopment Agency will work closely with the Carlsbad Arts Commission and City's Arts Manager to identify possible sites for additional cultural facilities within the Village and/or for increasing cultural activity opportunities. Since the Redevelopment Agency has very limited resources, efforts will need to be made to explore and pursue other funding sources, such as bonds or state/federal grants, to assist in the effort to develop these facilities and/or activity opportunities.

Strong support has been expressed for reopening the Carlsbad Theatre as a first run cinema and perhaps other community uses, such as dramatic presentations, dance/music recitals and more. Since the theatre is currently privately owned, the Agency has limited authority to implement this program. However, the Agency will continue to encourage the renovation of the theatre by other private or public entities and to attempt to facilitate City approvals to reopen the building according to applicable development standards/building codes. If it is not possible to renovate and reopen the Carlsbad Theatre, the Agency will pursue other opportunities which may be presented by other private or public parties for providing new cultural arts facilities, including a theatre, within the Village.

The Redevelopment Agency will work with and support the City's Arts Office efforts to sponsor a series of on-going, small-scale arts activities within the Village to attract local residents to the area in greater numbers.

Live/work accommodations for local artists will be encouraged by the Carlsbad Redevelopment Agency. The Village Land Use Plan has been revised to allow these type of uses in several of the

land use districts within the area. The Agency will explore and consider the feasibility of developing artist housing under its affordable housing program. Although the Agency does not develop housing on its own, a private developer (for profit or non-profit) may be willing to work with the Agency to develop affordable housing and work space opportunities in the Village. If the Agency is able to identify a private developer who is willing to own and operate artist housing which provides work space, the Agency will work with the developer to facilitate completion of the project. In providing these live/work opportunities for artists, the Agency will encourage the adaptive reuse of existing commercial buildings in the Village which may also have local historical significance.

The Redevelopment Agency will research and consider the feasibility of creating a cultural district within the Village Redevelopment Area. The Agency will also encourage and attempt to facilitate formation or development of an "Artist Park" or "Artist Plaza" to provide local artists with a place to create and display their art. These areas could be provided in the open or in storefront galleries/studios.

The Agency will also continue to work with the City's Arts Department to create opportunities for short-term work, exhibit and public spaces for artists in the Village.

To assist in financing public art, the Redevelopment Agency shall require that 1% of the total construction cost of any publicly-funded project built within the Village be made available for a public art element within the given project or at a later date at an alternate location within the Village. The public art element will be approved by the process set forth by the Carlsbad City Council.

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Historic Preservation

The Redevelopment Agency shall work with the Historic Preservation Commission and/or Historical Society to facilitate the development of walking tour of historic sites in the downtown area. The Agency will work with the Commission/Society to identify sources of funding which may be available for financing the costs of "identifier" or "historical landmark" signs as part of this program. The Agency will also consider incorporating a signage program related to cultural resources as part of the walking tour/signage program.

Every effort will be made by the Redevelopment Agency to work with private property owners to preserve buildings and/or other historical landmarks within the Village Redevelopment Area as part of the downtown revitalization program. The Agency will encourage and facilitate the development of a proposed museum in the Village which will provide for the preservation of local historical artifacts.

The Carlsbad Redevelopment Agency will research and consider the feasibility of creating a historic district within the Village Redevelopment Area to assist in the effort to preserve the history of Carlsbad and, more specifically, the Village. At a minimum, the Agency will prepare a "key" or "overlay map" which clearly identifies the historic buildings and other structures within the Village to increase the awareness of the historical significance of the area and various buildings and to coordinate efforts to redevelop sites or construct new projects in a "history sensitive" manner.

The Agency will also encourage the preservation of hispanic culture and history within the Barrio Carlsbad Community of the Village Redevelopment Area. A Hispanic Culture Development Theme has been established for the area on Roosevelt Street between Carlsbad Village Drive and Walnut Avenue. Efforts will be made by the Redevelopment Agency to encourage land uses within the area which respect and enhance the hispanic culture and history within the area.

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Economic Restructuring

One purpose of the Village Master Plan and Design Manual is to restructure the mix of uses in the Village over the long term to be more mutually supportive and to increase the area's economic vitality. The materials in this section of the Implementation Strategy deal not with controls and programs but rather general strategies for change of a period of years.

A "Business Retention and Recruitment Program" will be developed for the downtown area. The program will include: 1) an identification of special problems faced by small downtown businesses for discussion and possible resolution by the Redevelopment Agency and/or the Village Business Association; 2) identification of new businesses desired within the Village; 3) preparation of Village promotional materials; 4) establishment of outreach efforts to attract specific businesses to occupy available spaces in the downtown. As appropriate and consistent with applicable policies, the Agency may provide financial assistance and/or incentive funding to desirable businesses and/or redevelopment projects to be constructed within the area.

The Agency will research and pursue, if appropriate, establishment of a **Business Improvement District (BID)** to fund special projects within the Village Area. The funds provided through the BID could be used for: 1) promotion and marketing of the Village; 2) increased security and parking enforcement; 3) maintenance and enhancement of landscaping; 4) additional lighting and parking; 5) small business counseling services as well as other projects/activities which may address the problems of small downtown businesses.

In addition to the above programs, with assistance from the Village Business Association, the Agency will pursue development of a "Business Directory and Community Building Identification Program". This program may include, but is not limited to:

- ⚙ A kiosk or business directory sign program which would be accessed by the customer to identify the location of businesses and/or community buildings within the Village Redevelopment Area. These kiosks could be placed at various locations, such as public parking lots, throughout the Village for directional purposes. This program could be similar to the business directory provided within a shopping mall or it could simply provide an opportunity for businesses to display information related to their business.
- ⚙ A "Business Directory" which could be published for distribution to visitors and/or local residents for business identification and directional purposes.
- ⚙ A Street Signage Program which would enhance existing signage to identify key landmarks within the Village and/or various community facilities.

Building Improvements

An improvement of the overall Village environmental and visual image is an important part of the comprehensive Master Plan for revitalization of the downtown redevelopment area.

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The Agency will develop, implement and fund a "Building Facade Improvement and Signage Design Assistance Program" to provide an incentive for businesses/ property owners to complete some facade improvements for area beautification purposes. Also, funding for design assistance for new signage will hopefully encourage businesses to revise and update outdated signage and to comply with the new sign standards for the Village Area.

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Roles and Responsibilities

The ***Carlsbad Redevelopment Agency***, with direction, support and guidance from the Housing and Redevelopment Commission (City Council) and/or Design Review Board (Planning Commission for the Village Redevelopment Area), will have the overall responsibility for initiating and coordinating implementation activities. Funds invested in the downtown area will be for the purpose of carrying out the Agency's responsibilities for planning and land use regulations, and for stimulating greater private investment which will provide benefits to the City as a whole. The Agency will also be responsible for the design, award of construction contracts and supervision of construction of any public improvements planned for the Village. This shall also mean that the Agency will serve in a liaison role between the City and other public agencies which may seek to complete improvements and/or projects within the boundaries of the Village Redevelopment Area.

The primary role of the Agency shall be to serve as a catalyst to get activities started. This action must be matched by private commitments to warrant the continued allocation of public staff resources and funding.

The ***Village Business Association*** will be responsible for organizing its membership in support of downtown revitalization and promotional efforts for the downtown area. Such activities will include advertising and special events as well as the dissemination of important information and the representation of downtown business interests before the Agency, City Boards and Commissions.

The ***Village Property Owners and Business Owners*** shall be responsible for funding their fair share of physical improvements and/or projects which affect the value of their downtown properties. In addition, they will be asked to carry out improvements to their property to enhance the downtown shopping environment and improve the area's competitiveness relative to other regional shopping areas.

The ***Village Residents*** will be responsible for supporting the implementation of downtown improvements and/or projects which have benefit to the area as a whole. The residents should also communicate with the community leaders to ensure that problems within the area are being adequately addressed and to aid in the effort to create a Village that is "a comfortable place to be" and offers a variety of opportunities.

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Conclusion

To be successful, this entire Village Master Plan and Design Manual builds upon the governmental leaders' commitment to the downtown, the momentum for improvement established by the businesses, residents and property owners and the spirit of cooperation among all the various parties acting within the Village Redevelopment Area. Implementation of the Village Master Plan and Design Manual will be a shared private/public partnership with many contributing to its success and all benefiting from the redevelopment and revitalization efforts.



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